



DEPARTMENT OF DEFENSE

JOINT WORK-FORCE STANDARDS

**ARMY
NAVY
AIR FORCE
MARINE CORPS**

**ARMED FORCES
RADIO AND TELEVISION BROADCAST STATION MANAGEMENT**

APRIL 1989

ASSISTANT SECRETARY OF DEFENSE (PUBLIC AFFAIRS)



DEPARTMENT OF DEFENSE
AMERICAN FORCES INFORMATION SERVICE
601 NORTH FAIRFAX STREET
ALEXANDRIA, VIRGINIA 22314-2007

DEC 31 1990

Operating
elements

Armed Forces
Radio and
Television
Service

American
Forces
Press and
Publications
Service

Defense
Audiovisual
Policy

Print
Media
Policy

MEMORANDUM FOR DIRECTOR, ARMY BROADCASTING SERVICE
DIRECTOR, NAVY BROADCASTING SERVICE
COMMANDER, AIR FORCE BROADCASTING SERVICE
COMMANDER, ARMED FORCES RADIO AND TELEVISION
SERVICE BROADCAST CENTER

SUBJECT: Joint Workforce Standards, AFRTS-Broadcast Station
Management (STD-3)

The Defense Productivity Program Office of the Office of the Assistant Secretary of Defense for Force Management and Personnel has reviewed and approved the AFRTS-Broadcast Station Management Standard, DoDD 5122.10-STD-3.

You may now formally implement the changes called for in the attached standard. Any questions should be directed to Mr. William T. Slick, Executive Agent, AFRTS Workforce Standards, DSN 945-5182 or MSgt Jaycox, AFNEWS/PRM, DSN 945-6246.


Jordan E. Rizer
Director, AFIS/AFRTS

Attachment:
As Stated

FORWARD

This standard is issued under the authority of DoD Directive 5122.10, "American Forces Information Service," March 13, 1989. Its purpose is to define the workload and prescribe the Station Management operations of the Armed Forces Radio and Television Service (AFRTS).

The provisions of this standard apply to the Office of the Secretary of Defense (OSD), Military Departments, the Organization of the Joint Chiefs of Staff (OJCS), the Unified and Specified Commands, the Defense Agencies, and activities administratively supported by OSD (hereafter called "DoD Components").

This standard is effective immediately and is mandatory for use by all DoD Components. Heads of DoD Components may issue supplementary instructions only when necessary to provide for unique requirements within their respective Components.

Send recommended changes to the standard through channels to:

American Forces Information Service (AFIS)
Executive Agent, AFRTS Work-Force Std
Kelly AFB, Tx 78241-5000

DoD Components may obtain copies of this standard through their own publication channels. Other Federal Agencies and the public may obtain copies from the Director, U.S. Naval Publications and Forms Center, 5801 Tabor Avenue, Philadelphia, PA 19120-5000.

TABLE OF CONTENTS

CHAPTER 1 - INTRODUCTION

A. Purpose of Report	1-1
B. Authority	1-1
C. Applicability	1-1
D. Standards Application	1-1
E. Work Force Requirements	1-1
F. Standards Background	1-2
G. Standards Development Process	1-2
H. Study Locations	1-2
I. Study Personnel/Agencies	1-2

CHAPTER 2 - WORK CENTER DESCRIPTIONS

A. Mission Statement	2-1
B. Description Summary	2-1
1. Direct	2-1
2. Indirect	2-1
C. Description Detail	2-2
1. Direct	2-2
2. Indirect	2-6

CHAPTER 3 - STANDARDS DEVELOPMENT

- A. Measurement Data 3-1
- B. Equation Development 3-2

CHAPTER 4 - WORK-FORCE TABLES

- A. Work-force Distribution Table 4-1
- B. Table Limits 4-3
- C. Exceptions 4-3

CHAPTER ONE

INTRODUCTION

A. PURPOSE OF REPORT. The purpose of this report is to provide information on the development of the station management work-force standard for the Armed Forces Radio and Television Service (AFRTS).

B. AUTHORITY. The standard was developed by authority of the Director, American Forces Information Service (AFIS) OASD/PA, as outlined in DoDD 5122.10.

C. APPLICABILITY. The standard applies to all Army, Navy, and Air Force AFRTS outlets worldwide including outlets collocated with a squadron/network headquarters. The standard does not apply to the following:

1. Navy ships
2. Mini-TV Sites
3. Squadron/Network Management Headquarters Functions
4. Individual Broadcasting Service Management Headquarters Functions
5. Fleet Support Detachments (FSD)

D. STANDARDS APPLICATION. The standard contained within this report maybe applied under two different conditions depending on need.

1. Current Requirements. The standard can be applied against the historical workload of an outlet to determine the work-force required to maintain this level of service.

2. Programmed Requirements. The standard can be applied against the programmed workload of an outlet to determine future work-force requirements. The programmed workload would be based upon a requirement to either increase or decrease the current level of service requiring an increase or decrease in subordinate work center work-force. Normally, an increase or decrease in level of service would be initiated by the command or agency receiving the service.

E. WORK-FORCE REQUIREMENTS. Changes in the work-force requirements of each Service as determined through application of the standard will be reported to the executive agent. The resultant changes will be published in the Joint Service Application Report as appropriate.

F. STANDARDS BACKGROUND. The standards development process for AFRTS began in 1978 with the first standard DoDD 5122.10-STD-1 being completed in 1980. This standard applied to the AFRTS broadcast operation functions. The second standard, DoDD 5122.10-STD-2 was started in 1981/82 and was completed in 1984. This standard applied to the AFRTS broadcast engineering, maintenance and supply functions. The standard contained within this report was completed in August 1987 (data updated in April 1989).

G. STANDARDS DEVELOPMENT PROCESS. The work-force standard for station management was developed as follows:

1. Initial development began in 1978 with identification of the duties and responsibilities inherent in this function.

2. The initial measurement of this function, in 1979, revealed that certain duties and responsibilities had to be realigned to determine the actual requirements of this function. Therefore, it was determined that this function would undergo constant review while the operations, and engineering, maintenance and supply standards were being developed.

3. As the other standards were being developed, categories and tasks applicable to the station management work center were re-measured and re-evaluated each time to ensure they accurately portrayed the requirements of each outlet.

4. Since the station management work center has undergone such an extensive measurement and evaluation process over an eight year period, it was determined that any attempt to completely re-measure the work center after the other standards were completed would not be beneficial or cost effective. Therefore, the standard contained within this report was based on eight years of study, review, and re-measurement of the duties and responsibilities of the station management work center and accurately represents the requirements of this work center in today's environment.

H. STUDY LOCATIONS. Although all locations were not included as part of the original measurement data, all locations were included in the review and re-evaluation process.

I. STUDY PERSONNEL/AGENCIES.

1. PERSONNEL. Mr. William T. Slick, an Industrial Engineer, Executive Agent for AFRTS Work-Force Standards, American Forces Information Service (AFIS) OASD/PA, currently assigned to Hq AFNEWS Kelly AFB Texas 78241-5000, has been responsible for the overall

development of the DoD standards applicable to Army, Navy and Air Force AFRTS outlets worldwide.

2. AGENCIES. The following list of agencies have been directly or indirectly involved in the development of the AFRTS standards including the station management standard.

a. Army Broadcasting Service, DA SFPA-ABS, 601 No. Fairfax St., Alexandria, VA 22314-2040

b. Navy Broadcasting Service, Dept of Navy OP-007C, Anacostia Naval Station, Washington D.C. 20374-1682

c. Air Force Broadcasting Service, HQ AFBS, Kelly AFB, TX 78241-5000

d. U.S. Army Force Integration Support Agency (USAFISA), Fort Belvoir, VA 22060

e. Navy Manpower Engineering Center (NAVMNEC), Norfolk, VA 23511

f. Air Force Management Engineering Agency (AFMEA), Randolph AFB, TX 78150-6431

g. Air Force Special Staff Management Engineering Team (AFSSMET), Peterson AFB, CO 80914

CHAPTER 2

WORK CENTER DESCRIPTION

A. MISSION STATEMENT. The Radio and Television Broadcasting Station Management Function is responsible for supporting the Armed Forces Radio and Television Service (AFRTS) through general management of the station and its subordinate work centers. This work center is organizationally aligned under either a Service Headquarters, Squadron Headquarters, Headquarters Network lead Station, or a Detachment. Although this statement lists both radio and television as one work center, the words contained in this statement, plus all the data displayed throughout this section, can independently apply to either. They are mutually exclusive entities when it is necessary to address them as such.

B. DESCRIPTION SUMMARY

DIRECT:

1. Station Management. Provides management support to subordinate work center and accomplishes station management activity.

2. Station Management Administrative Support. Processes station management data; maintains station management correspondence file; maintains stock of blank forms for subordinate work center; maintains station regulation; maintains station status chart or bulletin board; maintains locator card; prepares communication service request; submits toll charge estimate; processes commercial telephone bill; and receives and assists outside visiting official.

3. Orderly Room Support. Processes leave; rations control; controls meal card; monitors in and out processing; administers physical fitness program; administers the weight control program; and monitors assignment action.

4. Resource Management. Provides manpower management and budget management support.

INDIRECT:

1. Supervision. Administers personnel; supervises personnel; reviews incoming distribution; reviews outgoing distribution; reviews report and statistical data; develops budget estimate; inspects facility; and investigates accident or incident.

2. Administration. Processes unclassified distribution; maintains unclassified correspondence file; maintains stock of blank forms; and maintains time and attendance card.

3. Meeting. Prepares for meeting and attends and/or conducts meeting.

4. Training. Administers training; develops training material; conducts training; receives training; and maintains training record.

5. Equipment Maintenance. Maintains office equipment and assigned vehicle.

6. Clean-up. Prepares work area and puts work away.

7. Supply. This category is not applicable to this work center. (The tasks and associated work-hours for supply support to this work center have been accounted for in the engineering, maintenance and supply standard)

C. DESCRIPTION DETAIL

DIRECT:

1. Station Management.

a. Provides management support to subordinate work center.

(1) Directs, controls and monitors the activities of station work center.

(a) Directs station work center.

1 Conducts meeting to inform work center personnel of change effecting their operation.

2 Personally informs work center personnel of change effecting their operation.

3 Provides written correspondence to work center personnel outlining change that effect their operation.

(b) Controls station work center.

1 Establishes policy governing the requirement of each work center through written correspondence in the form of a letter, plan or operating instruction.

2 Reviews work center performance to ensure present policy is being followed by evaluating mission performance and personal conduct of assigned personnel.

3 Determines the internal assignment of supervisory personnel by evaluating personal performance and mission requirement.

4 Assigns additional duty to subordinate work center personnel.

5 Coordinates disciplinary action with subordinate work center personnel.

6 Reviews report of survey initiated by subordinate work center, documents the investigation and follow-up as required.

(c) Monitors station work center.

1 Inspects facility to ensure compliance with safety and fire regulation, and general housekeeping practice.

2 Monitors the training program of subordinate work center to ensure that the program is in compliance with pertinent directive.

3 Monitors the performance of additional duty assigned to subordinate work center personnel to ensure accomplishment as directed.

4 Monitors mid-level supervisory activity regarding orientation, initial training, and adaptation of a newly assigned person.

5 Monitors career retention, motivational, and advancement activity of subordinate work center personnel.

b. Accomplishes station management activity.

(1) Monitors and evaluates the quality of the station signal to ensure signal strength, quality and authorized coverage area are maintained.

(2) Monitors and reviews daily radio and television program log to ensure appropriate action has been taken to maintain the proper level of service.

(3) Monitors audience survey report to determine appropriate programming requirement.

(4) Reviews DD Form 2137, AFRTS Outlet Registration, to ensure it accurately reflects current information.

(5) Develops contract project, coordinates with procurement, and performs on-site inspection of facility if required.

(6) Coordinates and monitors required contract service to ensure contractor compliance with the contract.

(7) Attends installation or command meeting as tenant unit representative.

(8) Receives input from senior commander, Public Affairs officer, or senior staff officer regarding command interest item by personal contact or through written correspondence.

(9) Prepares report in support of higher headquarters requirement.

(10) Evaluates the overall mission of the station by reviewing current broadcast and maintenance policy, management evaluation report and manpower, budget, personnel, logistics, and plans and programs requirement.

(11) Reviews programming schedule and material for overall use at the station and coordinates on special programming requirement with AFRTS-BC.

(12) Ensures, if applicable, that procedures are established and followed to monitor host-country sensitivity item that impacts a program scheduled for airing.

(13) Prepares, edits, proof reads or coordinates on Inter-Service Support Agreement (ISSA), Memorandum of Understanding (MOU), and Host-Tenant Support Agreement (HTSA).

(14) Maintains liaison with host agency in direct support of the station.

(15) Prepares enlisted performance report on subordinate work center supervisor.

(16) Prepares civilian performance report on subordinate work center civilian supervisor.

(17) Endorses enlisted and civilian performance report on subordinate work center personnel.

(18) Prepares or endorses military and civilian award or decoration.

(19) Develops and reviews civilian position description.

(20) Initiates, edits, proof-reads, signs, or coordinates on outgoing distribution.

(21) Reviews incoming routine distribution for action, information, or dissemination to subordinate work center.

(22) Responds to request from local or national civilian media.

(23) Interviews and conducts audition of potential broadcast applicant.

(24) Attends squadron executive conference, station manager conference, DoD world-wide conference, and other conferences relating directly to the duty of station management.

(25) Indoctrinates personnel. Conducts initial interview with newly assigned personnel.

2. Station management administrative support.

a. Processes station management data. Types, edits, proof-reads, signs, or coordinates on station management data.

b. Maintains station management correspondence file. Establishes new file folder, files material, performs file maintenance, and maintains file plan.

c. Maintains stock of blank forms for subordinate work center. Determines requirement for form, receives and files form, and orders or reorders form as required.

d. Maintains station regulation. Determines requirement for regulation, orders regulation, receives regulation and posts change to regulation, and inspects regulations for currency, condition, and revision requirement for new order.

e. Maintains station status chart or bulletin board. Removes or places required item on status chart or bulletin board.

f. Maintains locator card. Maintains locator card on subordinate work center personnel.

g. Prepares communication service request, determines need for, drafts, proofreads, types and signs communication service request.

h. Submits toll charge estimate. Drafts, proofreads, types, and signs letter to local accounting and finance office, reflecting object class and budget class code and the related projected toll charge for telex made during the month.

i. Processes commercial telephone bill. Checks commercial telephone bill, verifies toll charge to ensure charge is chargeable to the government and that allowable credit has been included, and resolves billing error.

j. Receives and assists outside visiting official. Receives and assists visitor, inspector or other official, and accomplish briefing or station tour as required.

3. Orderly Room Support.

a. Processes leave. Processes leave request in accordance with Army, Navy, Air Force or Marine Corps requirement.

b. Rations control. Controls ration card according to command requirement.

c. Controls meal card. Controls meal card according to command requirement.

d. Monitors in and out-processing. Monitors in and out-processing to ensure individual completes processing as required.

e. Administers physical fitness program. Administers the physical fitness program by establishing time and date for test, records result, reschedules person, and retests individual as required.

f. Administers the weight control program. Administers the weight control program by establishing weigh-in time and date, records result, reschedules person, and weighs individual as required.

g. Monitors assignment action. Reviews assignment document, provides position number and duty title to military personnel office, and responds to personnel assignment data requirement.

4. Resource management.

a. Provides manpower management.

(1) Monitors, receives, reviews, and coordinates on manpower survey, study or manpower request.

(2) Determines requirement for, drafts request, types request, proofreads request, signs request, and makes distribution of manpower request.

(3) Receives manpower document, reviews for accuracy, annotates changes, and posts and distributes document.

(4) Receives approval on a civilian position description from civilian personnel office, prepares request for personnel action, and forwards to civilian personnel office as required.

b. Provides budget management.

(1) Establishes suspense for budget submission and collects budget data for subordinate work center.

(2) Reviews subordinate work center budget input, coordinates change, makes change, drafts budget, types budget, proofreads budget, drafts cover letter, proofreads cover letter, signs cover letter, and mails completed budget to higher headquarters.

(3) Receives approved budget, distributes budget to subordinate work center and reviews expenditure of work center to ensure the work center remains within the budget.

(4) Certifies all TDY travel for funding availability and proper element of expense charge.

(5) Receives quarterly target for distributing quarterly expense and obligation authority from the accounting and finance office, and submits report of fund surplus or deficiency as required.

INDIRECT: (pertains to the station management work center only)

1. Supervision:

a. Administers personnel:

(1) Indoctrinates personnel. Conducts initial interview, makes original job assignment, and acquaints newly assigned personnel with the work center. Includes conducting employment interview with civilian applicant.

(2) Rates performance:

(a) Prepares evaluation. Writes evaluation performance report by researching, evaluating, drafting, proofreading typed copy, marking boxes, and signing completed report. Excludes counseling and typing.

1 Enlisted evaluation.

2 Officer evaluation.

3 Civilian evaluation.

(b) Indorses evaluation. Writes indorsement by researching, evaluating, drafting, proofreading typed copy, and signing completed report. Excludes typing.

1 Enlisted evaluation.

2 Officer evaluation.

3 Civilian evaluation.

(3) Nominates personnel for award. Prepares recommendation by researching, evaluating, drafting, proofreading typed copy, and signing completed recommendation as required.

(4) Monitors management improvement program:

(a) Assists subordinate in developing improvement suggestion.

(b) Processes suggestion received for evaluation.

b. Supervises personnel:

(1) Schedules personnel. Reviews work requirement and priority, reviews personnel status, determines duty assignment, and prepares personnel schedule.

(2) Develops directive. Develops policy, procedure, plan, operating instruction, checklist or performance standard by researching, drafting, proofreading typed copy, and signing completed directive as required.

(3) Directs work center activity. Includes associated telephone call.

(a) Inspects work in progress.

(b) Coordinates with supervisor or other unit or agency on work center or personnel status.

(c) Informs work center personnel on change affecting individual or work center activity.

(d) Prepares routine correspondence.

(4) Counsels personnel. Counsels subordinate personnel on performance and progress in career development and suggests areas for improvement. Counsels and assists individual with morale, welfare, and disciplinary problem. Takes necessary corrective action required to maintain discipline.

c. Reviews incoming distribution. Reviews incoming distribution for information and necessary action.

d. Reviews outgoing distribution. Reviews outgoing correspondence for completeness, accuracy, and signs as required.

e. Reviews report and statistical data. Reviews information contained in report and statistical data for impact on work center status and to identify possible trend which requires management action.

f. Develops budget estimate. Prepares input by researching, evaluating, coordinating, drafting, and forwarding estimate. Includes answering follow-on inquiry on estimate.

g. Inspects facility. Periodically inspects work center for housekeeping, safety, fire hazard, or equipment condition that requires attention. Includes writing report.

h. Investigates accident or incident. Investigates ground accident or incident within the work center. Prepares report and associated correspondence.

2. Administration:

a. Processes unclassified distribution.

(1) Processes incoming distribution. Receives and opens envelope, reviews for required action, marks, and routes distribution.

(2) Processes outgoing distribution. Stamps, marks, seals, packages, and routes distribution.

b. Maintains unclassified correspondence file:

(1) Establishes file. Prepares file outline, folder, guide, and label.

(2) Files correspondence. Reviews material, marks, sorts, classifies, inserts in file, removes for reference, and refiles.

(3) Maintains suspense file. Determines need for suspense, assigns suspense, posts file, reviews file for compliance, reminds individual of suspense, and annotates file at completion of action.

(4) Dispose of record. Removes record from file and dispose of in accordance with governing directives.

(5) Maintains log and register. Obtains book or form, makes entry, and puts book or form away.

(6) Maintains security file. Establishes, posts, and changes security record access documentation and the list of restricted area badge numbers for work center. Destroys material as required.

c. Maintains stock of blank forms. Establishes requirement, prepares requisition, receives, routes, and controls stock of blank forms.

d. Maintains time and attendance card. Records time and attendance information, and forwards card.

3. Meeting:

a. Prepares for meeting. Gathers information, organizes material, prepares briefing chart or slide, and practices presentation.

b. Conducts or attends meeting. Conducts or attends a meeting, briefing, or conference.

4. Training:

a. Administers training. Reviews training record, interviews and counsels trainee, determines training need, designates trainer, and evaluates training progress.

b. Develops training material. Researches, drafts, reviews, and updates training outline, lesson plan, or test. Develops chart, mock-up, demonstrator, or other training aid.

c. Conducts training.

(1) Prepares for training. Obtains material and prepares classroom and equipment.

(2) Instructs trainee. Instructs trainee on the job and conducts lecture, demonstration, and group discussion.

(3) Administers test. Administers and evaluates result of job-related test given in the work center.

d. Receives training:

(1) Receives instruction. Attends lecture and demonstration or participates in group discussion.

(2) Takes test. Takes locally devised oral, practical, or written test.

(3) Reads publication. Maintains job proficiency by reading applicable technical and standard publication.

e. Maintains training record. Establishes, posts, and reviews training record.

5. Equipment maintenance:

a. Maintains office equipment. Cleans, dusts, changes ribbon, belt, or tape, or makes minor adjustment.

b. Maintains assigned vehicle. Cleans, washes, inspects, refuels, or makes minor adjustment.

6. Clean-up:

a. Prepares work area. Places working tool or equipment in proper location at beginning of duty period and arranges area to conform with any sanitary, safety, or security requirement.

b. Puts work away. Stores working tool or equipment in proper location at the end of the duty period and arranges area to conform with any sanitary, safety, or security requirement.

CHAPTER 3
STANDARDS DEVELOPMENT

A. MEASUREMENT DATA. Based upon the categories of work, review of existing resources, initial measurement, re-measurement of station management requirements, functional reviews, and on-site evaluations, the following data was used to establish the relationship between station management and the workload required to manage the station.

MEASUREMENT DATA

CATEGORY	FIXED WORK-HOURS	VARIABLE WORK-HOURS
DIRECT:		
STATION MANAGEMENT	26.10	64.86
STATION MANAGEMENT ADMIN SUPPORT	2.27	24.00
ORDERLY ROOM SUPPORT	1.58	4.98
RESOURCE MANAGEMENT	1.58	4.98
TOTALS	31.53	98.82
INDIRECT:		
SUPERVISION	4.10	11.17
ADMINISTRATION	.92	3.73
MEETINGS	.14	.43
TRAINING	.12	.45
EQUIPMENT MAINTENANCE	.16	.41
CLEAN-UP	.14	.43
TOTALS	5.58	16.62
GRAND TOTALS	37.11	115.44

OVERALL TOTAL = 152.55
 DIVIDED BY 143.50 (Air Force MAF)
 EQUAL 1.063 OR 1 BILLET

NOTE-1. The fixed work-hours and variable work-hours expressed as percentages are 24.33% for fixed and 75.67% for variable.

NOTE-2. The indirect work-hours and direct work-hours expressed as percentages are 14% for indirect and 86% for direct.

NOTE-3. The measurement data listed above was collected over an eight year period.

NOTE-4. The above measured work-hours were based upon the requirement to support twelve subordinate work center personnel. Subordinate personnel are personnel assigned below the station management work center to include the operations, engineering, maintenance and supply work centers. Other incremental levels were also measured to ensure the ratio held true, but only one is shown to provide the concept for the development of the standard.

B. EQUATION DEVELOPMENT. Based upon the measurement data, the following equation development process is provided.

1. The fixed cost 37.11 is established as the "a" value in the equation $Y = a + bx$.

2. The "b" value was derived as follows:

Variable work-hours = 115.44
 Workload = 12.00 personnel
 "b" value = 115.44 divide by 12.00 equals
 9.620 (The work-hour cost per subordinate personnel)

3. The station management work center work-force equation becomes $Y_c = 37.11 + 9.620x$

4. In order to establish a regression line based upon the above data and from other incremental relationships, measured over a eight year period, the following is offered: (Since the "fixed" work-hours (the Y intercept) are already known, they are not included in the measured work-hours listed below. Therefore, the regression line intersects the origin of the "x" and "y" axis (zero). The slope is established as a ratio of the change in "y" over the change in "x".)

X values number of subordinate personnel	bx values measured work-hours
*7	67.34
10	96.20
14	134.68
24	230.88
28	269.36
33	317.46
40	384.80
46	442.52
60	577.20
105	1010.10

R= 1.000

RSQ= 1.000

a = 0000000

b = 9.620

x = number of subordinate personnel

Sy/x = 0.0000

V = 00.00 percent

* The minimum number of support personnel required to earn a full time station management billet. All manpower earned below 7 will be added to the results of applying the operations, maintenance and supply standards to determine if fractional manning will earn a full time billet in station management.

CHAPTER 4
WORK-FORCE TABLES

A. WORK-FORCE DISTRIBUTION TABLE. The work-force distribution table listed below was developed based upon an assessment of existing station management resources, measurement data, and a logical relationship between subordinate work centers and the station management function. Workload increments were based upon a monthly work-force hour availability factor of 143.5.

POSITION TITLE	WORKLOAD INCREMENT	GRADE	NUMBERED REQUIRED
1. Station Manager	Less than 7	E-6	1
			TOTAL = 1
2. Station Manager	7-12	E-7	1
			TOTAL = 1
3. Station Manager	13-28	E-7/E-8*	1
Administration Clerk		E-5	1
			TOTAL = 2
*Grade change at workload increments between 21-28			
4. Station/Detachment Commander	28-44	0-2 or E-8/E-9*	1
Station Superintendent		E-7/E-8*	1
Administration clerk		E-5	1
			TOTAL = 3
*Grade change at workload increments between 37-44			
5. Station/Detachment Commander	45-60	0-3	1
Station Superintendent		E-8/E-9*	1
Administration Clerk		E-6	1

Administration Clerk	E-4	1
----------------------	-----	---

TOTAL = 4

*Grade change at workload increments between 53-60

6. Station/Detachment Commander	61-76	0-4	1
Station Superintendent		E-9	1
Administration Clerk		E-6	1
Administration Clerk		E-4	1
Budget Clerk		E-5	1
			TOTAL = 5

7. Station/Detachment Commander	77-93	0-4	1
Station Superintendent		E-9	1
Administration Clerk		E-6	1
Administration Clerk		E-4	2
Budget Clerk		E-5	1
			TOTAL = 6

8. Station/Detachment Commander	94-108	0-5	1
Station Superintendent		E-9	1
Administration Clerk		E-7	1
Administration Clerk		E-5	1
Budget Clerk		E-4	2
Personnel Clerk		E-5	1
			TOTAL = 7

CHAPTER 4
WORK-FORCE TABLES

A. WORK-FORCE DISTRIBUTION TABLE. The work-force distribution table listed below was developed based upon an assessment of existing station management resources, measurement data, and a logical relationship between subordinate work centers and the station management function. Workload increments were based upon a monthly work-force hour availability factor of 143.5.

POSITION TITLE	WORKLOAD INCREMENT	GRADE	NUMBERED REQUIRED
1. Station Manager	Less than 7	E-6	1
			TOTAL = 1
2. Station Manager	7-12	E-7	1
			TOTAL = 1
3. Station Manager	13-28	E-7/E-8*	1
Administration Clerk		E-5	1
			TOTAL = 2
*Grade change at workload increments between 21-28			
4. Station/Detachment Commander	28-44	0-2 or E-8/E-9*	1
Station Superintendent		E-7/E-8*	1
Administration clerk		E-5	1
			TOTAL = 3
*Grade change at workload increments between 37-44			
5. Station/Detachment Commander	45-60	0-3	1
Station Superintendent		E-8/E-9*	1
Administration Clerk		E-6	1

Administration Clerk	E-4	1
----------------------	-----	---

		TOTAL = 4
--	--	-----------

*Grade change at workload increments between 53-60

6. Station/Detachment	61-76	0-4	1
Commander			
Station Superintendent	E-9	1	
Administration Clerk	E-6	1	
Administration Clerk	E-4	1	
Budget Clerk	E-5	1	
		TOTAL =	5

7. Station/Detachment	77-93	0-4	1
Commander			
Station Superintendent	E-9	1	
Administration Clerk	E-6	1	
Administration Clerk	E-4	2	
Budget Clerk	E-5	1	
		TOTAL =	6

8. Station/Detachment	94-108	0-5	1
Commander			
Station Superintendent	E-9	1	
Administration Clerk	E-7	1	
Administration Clerk	E-5	1	
Budget Clerk	E-4	2	
Personnel Clerk	E-5	1	
		TOTAL =	7

B. TABLE LIMITS. If an outlet exceeds the workload limits (108) contained within these tables, submit the results of applying the Station Management Standard along with recommended position title, workload increments, grades and numbers required for review and approval to the Executive Agent for AFRTS Work-force Standards.

C. EXCEPTIONS. This standard describes the most common operating situations within AFRTS. On occasion there may be situations which would affect the outcome of the manpower standard equation for certain locations. Exceptions must be justified by the broadcast services and staffed with service manpower proponents and with the DoD Executive Agent for Work Force Standards. Types of exceptions are summarized as;

1. Additive. Credit for work done that is not identified as a part of the basic work center description and, therefore, not part of the basic workcenter work-force standard.

2. Deviation. Situations in or affecting a work center that cause man-hours required to do approved work to vary from the man-hours or workload range established by the work-force standard. Typical causes are travel distances, climatic conditions, work distribution, unique mission requirements, and equipment and procedural differences.

3. Exclusion. Work categories or tasks not required in one or more activities but commonly required in other like activities.

Requests for exceptions for non-conforming station management workcenters will be submitted as necessary to the Executive Agent for work force standards through the parent broadcasting service; during the next Joint Service Application Report (JSAR) update.